



## **AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program**

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### **Negotiating and Diplomacy Skills Training**

By:  
Dina Lahlou and Jamil Sarraj

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Negotiating and Diplomacy Skills Training  
FINAL Report

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## **Abstract**

The training program (November 7 – 10, 2004) was designed and planned in response to a need at AMIR program for a specialized and customized training to cover important areas as follows:

- Negotiation skills
- Diplomacy skills

More specifically, the training was designed with the objective to enhance positive internal communication, maximize staff's potential to effectively carry on their work activities, and learn how to engage in, and carry on successful negotiations with different partners.

The training was designed and implemented bearing in mind the specificity of the AMIR operation in Jordan, the clientele, and the different situations facing staff at various levels requiring negotiation and diplomacy skills.

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## **Executive Summary**

This summary report highlights the details, activities, and findings of the training workshop conducted for AMIR staff during the period 7-10 November, 2004 at the AMIR office in Amman, Jordan.

The training program was designed and planned in response to a need at AMIR program for a specialized and customized training to cover important areas as follows:

- Negotiation skills
- Diplomacy skills

More specifically, the training was designed with the objective to enhance positive internal communication, maximize staff's potential to effectively carry on their work activities, and learn how to engage in, and carry on successful negotiations with different partners.

The training was designed and implemented bearing in mind the specificity of the AMIR operation in Jordan, the clientele, and the different situations facing staff at various levels requiring negotiation and diplomacy skills.

The training was conducted in an interactive manner, whereby the training module was designed and customized based on various meetings with the AMIR management, building on real-life case studies. Moreover, sketches and role plays were prepared, presented, and discussed during the training program, with the objective to illustrate how the negotiation and diplomacy skills discussed can be useful in practical ways.

## **Background and Methodology**

The negotiation and diplomacy skills training program was designed in response to a need expressed by the AMIR program management. The rationale was that AMIR staff encounter different people (partners) and situations during work, requiring various skills pertaining to negotiation and diplomacy.

The ultimate objective was to equip the AMIR staff with practical tools and tips on how to conduct a negotiation and how to act and react to different situations encountered with partners.

Prior to conducting the training workshop, several meetings were held with the AMIR management, with the objective to better understand the existing situation, the types of partners AMIR deals with, and the areas of concentration to be highlighted during the training.

The outline attached to this report (Appendix A) highlights the main topics discussed during the training workshop.

In addition to the meetings held, a standard form was designed and circulated to the participants prior to conducting the training, with the objective to list cases of AMIR internal as well as external encounters, demonstrating problems or challenges faced by staff. The cases were used in preparation of the training module, and were discussed in detail during the course of the training.

Several sketches were prepared as a joint effort between the trainers and AMIR volunteers prior to the training workshop. The sketches were presented and shared with all the participants on the second and third days of training. Discussions were conducted after each sketch to analyze the sketches, and discuss the lessons learned from each sketch.

The concept of self-awareness was stressed throughout the training, highlighting the importance of awareness and its impact on the ways to conduct negotiation and interact with work partners.

### **Negotiation Skills Component**

The emphasis of the negotiation skills component was to highlight the significance of the Win-Win concept, and the differences between Win-Win, Win-Lose, and Lose-Lose situations.

The importance of having goals and goal-setting was also discussed during the training, going into detail on how to set goals, prioritize, and work towards achieving our goals.

In addition, the negotiation process was discussed at length, with primary focus on the steps involved, and roles played by various participants in the negotiation process.

### **Diplomacy Skills Component**

The objective of the diplomacy component of the training program was to highlight the importance of the effective communication and the various verbal and non-verbal communication tools, that are used to communicate messages clearly, and help achieve set goals.

Reflecting the nature of AMIR activities in Jordan, and the cultural differences between staff on the one hand, and partners on the other, much emphasis was placed on cultural differences between people, and how these differences must be taken into account, in order to achieve better and more effective human relations, both internally at AMIR and with AMIR partners.

## **Observations and Recommendations**

The general observation is that AMIR staff possess varying degrees of skills in communication and negotiation. This was taken into account in designing the training module, and conducting the training workshop.

It was also noticed that the sketches prepared and performed by participants were very effective in conveying relevant messages, and bringing to the training room real-life experiences and situations faced by AMIR staff both internally and with AMIR partners.

It is recommended that continuous and open dialogue amongst AMIR staff take place, enhancing internal communication, and ultimately strengthening negotiation power both at the internal and external levels.

It is also recommended that AMIR staff consider in depth preparation and research as well as division of roles, prior to conducting negotiation. This was demonstrated and emphasized during the course of the training program.

## Appendices

### **Appendix A – Program Outline**

#### **Day 1: Sunday, November 7, 2004**

- Listing everyone's expectations from the workshop
- Define terms and concepts: Negotiating, purpose, goals, success, conflict, communication.
- Introduction to negotiation, effective communication, diplomacy and awareness
- Goal setting
- Prioritizing

#### **Day 2 : Tuesday, November 9, 2004**

- Sketches 1 & 2
- Why do we negotiate
- The process of negotiation
- Negotiation outcomes: win/lose, lose/lose, win/win
- Preparing and researching prior to negotiation
- Mind set
- Sketching a mind set
- Negotiation team
- Establishing trust
- Diplomacy skills
- Paradigm / paradigm shift
- Cultural differences
- Communication loop
- Verbal communication: language / power of words

#### **Day 3: Wednesday, November 10, 2004:**

- Sketches 2 & 3
- Non-verbal communication: posture, greetings, gesture, eye contact, facial expressions
- Art of listening
- Art of asking questions
- Components of image
- Personality types
- Emotion & energy
- Beliefs & awareness
- Attitudes
- Types of unhelpful behavior
- Tips on negotiation process
- Follow up & implementation

### **Appendix B – Communication and Negotiation Checklist**

## **1. Goal setting process**

Answers in writing to the following questions in the present tense as if the goals are already achieved, is a crucial step for manifesting what we intend to have.

- What is the purpose?
- What do I want?
- What am I prepared to give?

After setting up the goals, it is crucial to prioritize them in writing, taken by importance and time-order.

## **2. Mindset**

- Use of the Pygmalion effect by projecting in writing our expectations about the other party
- Choose any traits or characteristics we want the other party to carry
- Write behavior we would like to see the other party to have
- Write them in order of importance

## **3. Negotiation process**

- Research and preparation: Explore various sources of information
- Understand other party's needs
- Determine appropriate strategies
- Set up negotiating team and each one's role
- Discuss possible scenarios/directions
- Leave room for maneuver.
- Make a proposal
- Conduct debate in harmony with team set-up
- Bargain
- Close in a WIN/WIN
- Follow up mechanism and implementation: Establish rapport and follow-up mechanisms such as E-mail

## **4. Bring awareness on diplomacy skills**

- Courtesy
- Remove paradigms and pre-judgments
- Know the culture (culture-sensitivity)
- Be an active listening
- Ask appropriate questions
- Control your emotions
- Be politically correct
- Be gender-sensitive

- Use appropriate conversation skills

## 6. Communication skills

- Be aware of the 11 steps of communication process from the thought, to the word, to what is ultimately understood by the other party:

***Reminder:***

- *What I think*
- *What I want to say*
- *What I think I am saying*
- *What I am saying*
- *What you want to hear*
- *What you think you heard*
- *What you heard*
- *What you want to understand*
- *What choose to understand*
- *What you think you understand*
- *What you understand*

- Verbal communication: use of voice, language used, and importance on choice of words, such as: “I shall do my best” instead of “I’ll try”, increase results by 70%. Use of “We feel” instead of “You did”, or “It was a wrong choice” instead of “It was a mistake” will avoid making the other party on the defensive.
- Non-verbal communication: eye contact, greeting, posture, gesture and facial expressions are all different tools for communicating the message. We want to be aware of each and everyone when we consciously choose the use of any of these media.
- The art of listening and asking questions: Effective listening requires paradigm shifts and conscious removal of pre-judgments, being focused, aware of our thoughts and emotions, and ask constructive questions such as: Open, echo, directive, clarifying, and/or fact/feeling finding ones.

## 7. Awareness, beliefs, emotions, attitude

- Being aware of our belief system enables us **to choose** what to think.
- Our thoughts create our emotions: knowing and directing our thoughts will reflect on our emotions.
- Our emotions direct our actions, establish our attitudes and behavior.

- We have the ability to choose and decide any of our action when our awareness is at play.
- To expand awareness we can do daily exercises by going in silence for 10 to 15 minutes twice a day. It will simultaneously expand our potential and ability to implement all our knowledge: during silent exercise we observe the thoughts, we do not judge them, neither positively, nor negatively and we let them go by.

## **Conclusion**

### ***Do's:***

- Listen carefully
- Leave room for maneuver
- Feel free to reject the first offer
- Make conditional offers
- Probe attitude of opposition

### ***Don'ts:***

- Make many concessions at an early stage
- Make opening offer too extreme
- Ever say never
- Answer questions directly with a
- YES or NO
- Underestimate your opponent